DOCUMENT RESUME

ED 403 655 EA 028 205

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TITLE	The Organization of the Future. The Drucker Foundation Future Series.
INSTITUTION	Peter F. Drucker Foundation for Nonprofit Management, New York, NY.
REPORT NO	ISBN-0-7879-0303-5
PUB DATE	97
NOTE	397p.
AVAILABLE FROM	Jossey-Bass Inc., Publishers, 350 Sansome Street, San Francisco, CA 94104.
PUB TYPE	Books (010) -- Viewpoints (Opinion/Position Papers, Essays, etc.) (120)
EDRS PRICE	Document Not Available from EDRS.
DESCRIPTORS	Employer Employee Relationship; Free Enterprise System; *Futures (of Society); Leadership; *Organizational Change; Organizational Climate; *Organizational Development; *Organizational Effectiveness; *Organizational Theories; *Organizations (Groups)

ABSTRACT

This book contains a collection of articles about the ways in which organizations do the key work of society, the ways in which the work of the organization will change, and the essential role of the organization in public, private, and social arenas. Following the preface and introduction, titled "Toward the New Organization" by Peter F. Drucker, the articles in part 1 include: (1) "Preparing for Organizational Change" (James A. Champy); (2) "How Generational Shifts Will Transform Organizational Life" (Jay A. Conger); (3) "The Soul of the New Organization" (Michael Hammer); (4) "The 'Big' Organization of the Future" (Ric Duques and Paul Gaske); (5) "Will the Organization of the Future Make the Mistakes of the Past?" (Jeffrey Pfeffer); (6) "Designing for Implementability" (Orit Gadiesh and Scott Oliver); and (7) "New Competencies for a New World" (Iain Somerville, John Edwin Moroz). The second part, "New Models for Working and Organizing," includes: (8) "The Circular Organization" (Frances Hesselbein); (9) "The Reconfigurable Organization" (Jay R. Galbraith); (10) "The Organization's New Clothes" (Ron Ashkenas); (11) "The Mondragon Model: A New Pathway for the Twenty-First Century" (Joel A. Barker); (12) "The Future Organization: A Chameleon in All Its Glory" (Doug Miller); and (13) "Creating a Leadership Organization with a Learning Mission" (Glenn R. Jones). Part 3, "Organizing for Strategic Advantage," contains the following six articles: (14) "Restoring People to the Heart of the Organization of the Future" (Rosabeth Moss Kanter); (15) "Competitiveness and Civic Character" (Philip Kotler); (16) "The Work of New Age Managers in the Emerging Competitive Landscape" (C.K. Prahalad); (17) "Organizing for Endless Winning" (Martin E. Hanaka and Bill Hawkins); (18) "Creating Sustainable Learning Communities for the Twenty-First Century" (Stephanie Pace Marshall); and (19) "Organizing Around Capabilities" (Dave Ulrich). Part 4, "Working and Organizing in a Wired World," includes: (20) "Human Capital in the Digital Economy" (Anthony F. Smith and Tim Kelly); (21) "Shock Waves from the Communications Revolution" (Edward D. Miller); (22) "Self-Esteem in the Information Age" (Nathaniel Branden); (23) "The Seven R's of Self-Esteem" (Deepak

Sethi); and (24) "Future Present" (Frederick G. Harmon). Part 5, "Leading the People in the Organization of the Future," includes: (25) "Passing the Baton: Preparing Tomorrow's Leaders" (James G. Brocksmith, Jr.); (26) "Retaining Your Top Performers" (Marshall Goldsmith); (27) "Situational Leadership in the Multicultural Organization" (Paul Hersey and Dewey E. Johnson); (28) "Emotions, Tempo, and Timing in Managing People" (Pierre J. Everaert); (29) "Leading Across Cultures: Five Vital Capabilities" (John Alexander and Meena S. Wilson); (30) "Cultivating Inner Resources for Leadership" (Diana Chapman Walsh); and (31) "Learning to Lead" (Robert H. Rosen). The sixth part, "New Definitions of Organizational Health," includes: (32) "Employee Work-Life Balance: The Competitive Advantage" (Lewis E. Platt); (33) "The Healthy Organization: A Profile" (Richard Beckhard); (34) "Diversity and Organizations of the Future" (R. Roosevelt Thomas, Jr.); (35) "Producing Social Results" (Greg Parston); (36) "The Voluntary Health Organization of the Future" (John R. Seffrin); (37) "Building a Healthy Company--For the Long Term" (A.W. Dahlberg, David W. Connell, and Jennifer Landrum); and (38) "The Next Challenge" (Chris Argyris). The epilogue is "Unimagined Futures," by Charles Handy. An index is included. (LMI)

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